Army Performance Improvement Criteria - APIC Training Module 18

"Category 5 – Human Resource Focus"
The Details of the Criteria

Category Five: Human Resource Focus

SERO

- This week's TMT continues the details of APIC with Category Five – Human Resource Focus, item 5.1.

- We encourage you to keep and consolidate these training modules for future reference.

Category Five: Human Resource Focus

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- The *Human Resource Focus* Category examines *How* your organization's *Work Systems* and your *Employee Learning* and *Motivation* enable all employees to develop and utilize their full potential in alignment with your organization's overall objectives, strategy, and action plans. Also examined are *your* organization's efforts to build and maintain a work environment and employee support climate conducive to performance excellence and to personal and organizational growth.

- The Human Resource Focus Category is comprised of three "Key Performance Areas" that we refer to as KPAs.

  - **5.1 - Work Systems**
  - 5.2 - Employee Learning and Motivation
  - 5.3 - Employee Well-Being and Satisfaction

Category Five: Human Resource Focus

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5.1 addresses: How does your organization enable employees to accomplish the work of the organization?

- It asks us to describe how our organization's work and jobs enable all employees and the organization to achieve high performance. It also asks us to describe *HOW* compensation, career progression, and related workforce practices enable employees and the organization to achieve high performance.

- Human Resource Focus (5.1) has three sections (areas to address) that ask us a series of questions related to:
  - 5.1a. Organization and Management of Work
    - 5.1b. Employee Performance Management System
      - 5.1c. Hiring and Career Progression

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5.1a Organization and Management of Work questions ask:

(1) How do you organize and manage work and jobs, including skills, to promote cooperation, initiative, empowerment, innovation, and your organizational culture? How do you organize and manage work and jobs, including skills, to achieve the agility to keep current with business needs and to achieve your action plans?

(2) How do your work systems capitalize on the diverse ideas, cultures, and thinking of your employees and the communities with which you interact (your employee hiring and your customer communities)?

(3) How do you achieve effective communication and skill sharing across work units, jobs and locations?

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5.1b Employee Performance Management System questions ask:

- How does your employee performance management system, including feedback to employees, support high performance work and contribute to the achievement of your action plans?
- How does your employee performance management system support a customer and business focus?
- How do your compensation, recognition, and related reward and incentive practices reinforce high performance work and a customer and business focus?

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5.1c Hiring and Career Progression questions ask:

(1) How do you identify characteristics and skills needed by potential employees?

(2) How do you recruit, hire, and retain new employees? How do you ensure employees represent the diverse ideas, cultures, and thinking of your hiring communities

(3) How do you accomplish effective succession planning for leadership and management positions? How do you manage effective career progression for all employees throughout the organization?

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We ask that you look over each of these questions and establish in your mind or on paper what you think the answers are.

These will be similar questions that you will be asked during the APIC/ACOE On-Line Survey later this summer or fall.

More Information about the Army Performance Improvement Criteria and the
"APIC" website can be found at:

www.hqda.army.mil/leadingchange/